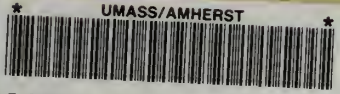


MASS.
MA20.1:
985-986

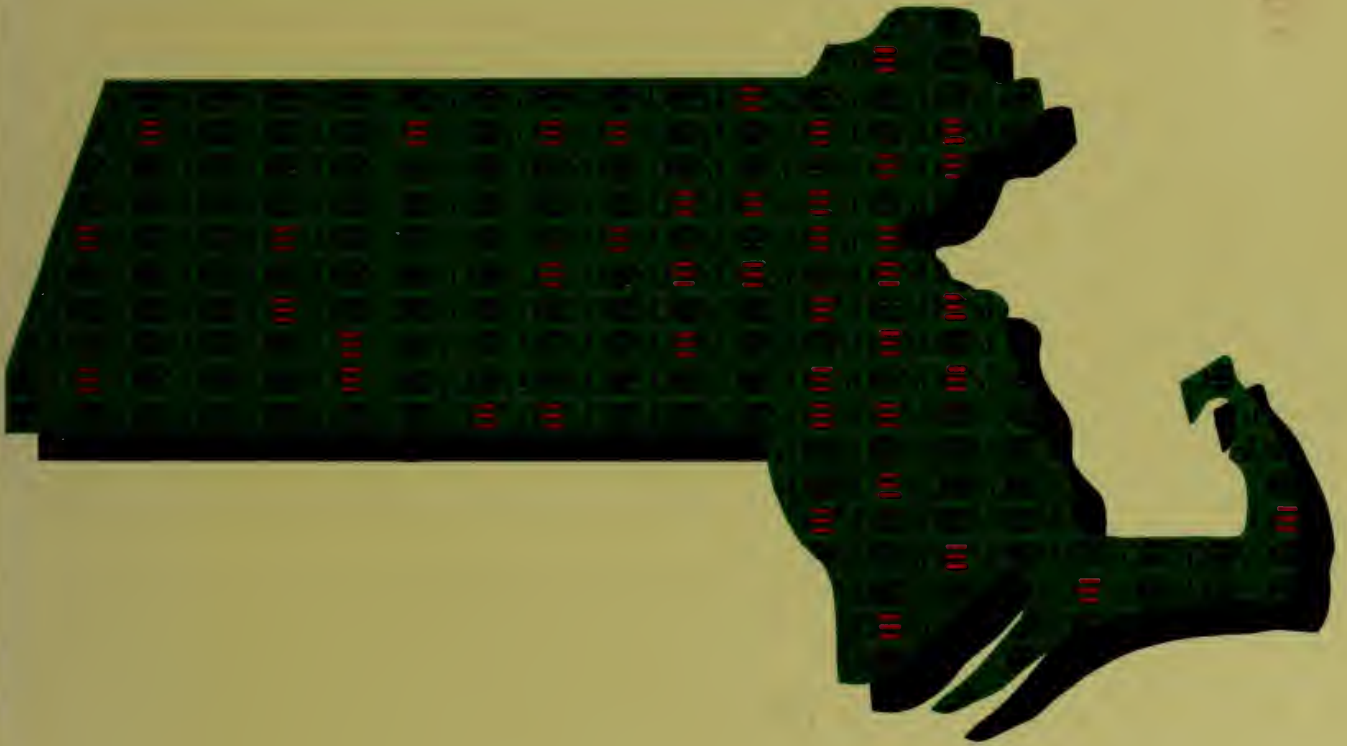
MA20.1: 985-
986



312066 0281 5990 1

DES

DIVISION OF EMPLOYMENT SECURITY
COMMONWEALTH OF MASSACHUSETTS
MICHAEL S. DUKAKIS, GOVERNOR



**50 Years of
Outstanding
Service**

Begun at the height of the Great Depression, the employment security system was established as part of the Social Security Act of 1933. It created a partnership between the federal government and the individual states to support workers during periods of temporary, involuntary unemployment.

The Division of Employment Security (DES) is the Massachusetts component of this federal/state employment security system. Over the past half century, DES has served literally millions of Massachusetts citizens. Today's DES combines unemployment insurance, employment service, research and employer tax functions together in one agency that effectively addresses the employment needs of both workers and businesses. Massachusetts employer taxes finance unemployment insurance benefits and other administrative costs; additional funding is provided through a combination of federal and state monies.

Commonwealth of Massachusetts
Michael S. Dukakis, Governor

Secretary of Economic Affairs
Joseph D. Alviani

Director, Division of Employment Security
Kristin S. Demong

Advisory Council
Margaret Xifaras
Chair

Donald Cacciapuoti
John Crosier
Dawn Marie Driscoll
Joseph Dunn
John Markiewicz
Robert McCoy



Message from the Director

Massachusetts' labor force of more than three million people is our state's most valuable resource. At DES, we're creating opportunities for **all** Massachusetts workers to find lasting, meaningful employment at the same time that we ensure that Massachusetts businesses have access to a qualified, capable workforce.

We're the state's **jobs agency**. Our Employment Service, Unemployment Insurance Service, Tax Service and Research Service are all centered around jobs and on helping our economy grow so that we continue to provide quality jobs for Massachusetts workers. "Service" is our key word, because at DES, *how* we serve people is just as important as *how many* people pass through our doors. Our statewide network of 37 local offices is there to serve you, our customers, in every city and town across the Commonwealth.

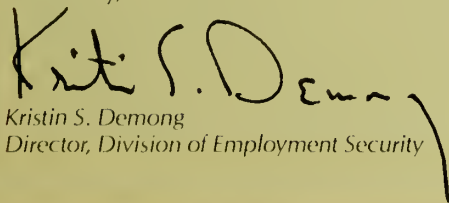
1985 was a special year—DES celebrated its 50th anniversary of service to Massachusetts workers and employers, and the state's 3.9 percent annual unemployment rate tied for the lowest in the nation. We're proud of DES's contributions to the strong Massachusetts economy. In 1985:

- We served over a half million Massachusetts citizens.
- We helped 40,000 employers find qualified candidates to fill 72,000 jobs.
- We helped more than 5,500 welfare recipients find a route out of poverty through the Employment and Training (ET) CHOICES Program, which places participants into unsubsidized private sector jobs that pay, on the average, more than twice what they receive on welfare.
- We reduced payroll taxes for employers for the third straight year, saving Massachusetts employers a total of \$218 million— \$120 million in 1985 alone.
- We distributed, in a timely and efficient manner, \$429 million in unemployment benefits to over 290,000 unemployed workers.
- We played a major role in implementing the first program in the nation aimed at helping workers who lose their jobs due to plant closings. Working closely with the Industrial Services Program, during the first year DES certified 94 plant closings and operated 16 Emergency Assistance Centers, distributing supplemental benefits to over 3,000 workers and helping 3,700 dislocated workers find jobs that pay an average 92 percent of their previous wage.
- We published five major research reports, ranging from an analysis of the Massachusetts high tech industry to a study of poverty in the state, and established an occupational field center to study new and emerging occupations.
- We established an evaluation system to test customer satisfaction with our dislocated worker, employment service, and unemployment insurance programs.

Next year, DES will focus on meeting the challenge of increasing our job development and placement rates, especially among customers who remain outside the mainstream of economic prosperity. 1985 provided important benchmarks for 1986 performance measures. 1986 initiatives will focus on improving our management capability and our services at the local community level—and providing quality jobs for all will continue to be the mission of DES.

The following pages describe our ongoing services and special initiatives. DES has not achieved its successes by chance, and I'm extremely grateful to a number of people, including the Governor, the Secretaries of Economic Affairs and Labor, state and federal legislators, members of the business and labor communities and other state agencies. Most importantly, I'd like to thank the nearly 2,000 dedicated employees of DES. I invite you to join with us this year as we build a stronger, better Division of Employment Security.

Sincerely,


Kristin S. Demong
Director, Division of Employment Security

**DES and the
Massachusetts
Economy:
Paving the Way
to Opportunity**

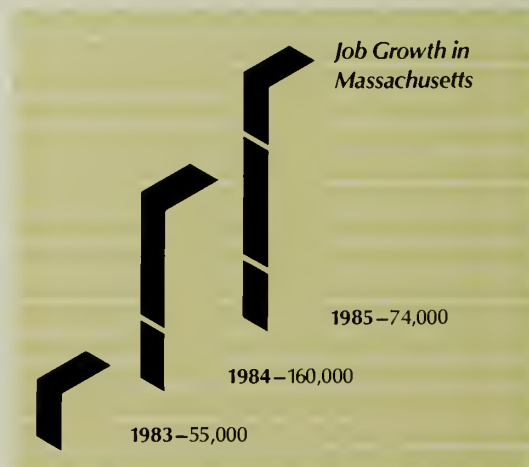
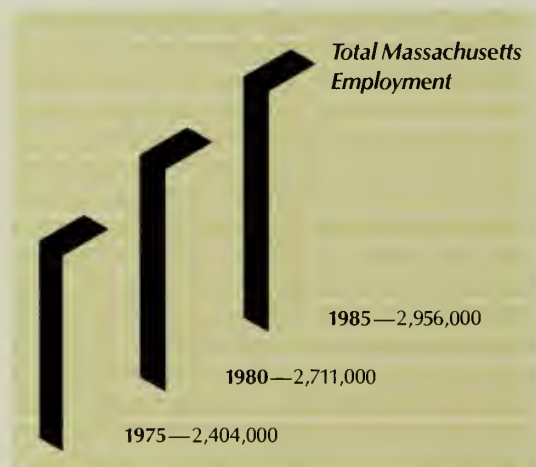
Recent years have been healthy ones for the Massachusetts economy, and DES is a cornerstone of the Commonwealth's successful economic development. While Massachusetts' 1985 annual unemployment rate of 3.9 percent tied for the lowest in the nation, for more than two years the state has maintained the lowest unemployment rate among the 11 major industrial states.

The Massachusetts economy has enjoyed rapid job growth in nearly every industry sector at the same time that the unemployment rate has declined sharply. In 1985, Massachusetts added 74,000 new jobs to the economy, a strong 2.6 percent growth rate which followed the record-breaking 160,000 new jobs added in 1984. This strong job growth helped reduce unemployment to its present low rate.

A key element of Massachusetts' economic prosperity is its *diversity*. Massachusetts employment is divided almost equally among three sectors: manufacturing, services and trade, and smaller industries such as finance and construction are showing strong growth. Despite our state's strong economic performance, however, problems within selected industries and geographic regions persist. The present economic climate offers an ideal chance to address these issues, and the Commonwealth is moving aggressively to provide opportunities for every citizen to benefit from our state's strength. At DES, we're working to increase the number of quality job opportunities for all Massachusetts workers, *especially* for those who have not yet participated in the Massachusetts success story.

The Employment Service and Unemployment Insurance Service are crucial even during good economic times. In 1975, when unemployment stood at over 11 percent, 360,000 workers filed for unemployment insurance benefits. Although our economic picture was much stronger in 1985, 290,000 jobless workers still filed for benefits. The length of time they collected unemployment, however, was shorter than in 1975.

Year	% Unemployment rate	Applicants for unemployment insurance	Average benefit collection period
1975	11.2 %	360,000	19 weeks
1985	3.9%	290,000	14 weeks



Thanks in part to our strong economy, workers throughout this state are able to find jobs in Massachusetts' labor market. Today, more people are at work than ever before in the history of the Commonwealth.

Over the past three years, the Massachusetts economy has added a phenomenal 289,000 new jobs.



The Unemployment Insurance (UI) Service provides the crucial financial link that supports eligible workers while they look for new jobs. Through the Unemployment Insurance Service, workers also find out how they can use the extensive resources of DES's Employment Service.

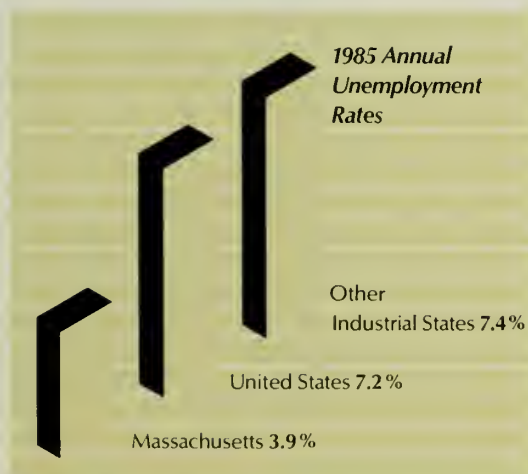
Even during this period of low unemployment, DES's services are vital. In 1985, with an annual unemployment rate of 3.9 percent, DES served an average 65,000 claimants each week. The agency paid, in a timely and efficient manner, over three million benefit checks totaling \$429 million to some 290,000 jobless workers.

In 1985, DES began aggressively marketing its extensive job training and placement services to claimants through the **Re-employment Assistance Program (RAP)**. As part of the program, Employment Seminars describing DES's employment services are now held at the local unemployment insurance offices to ensure that claimants get the help they need, as quickly as possible.

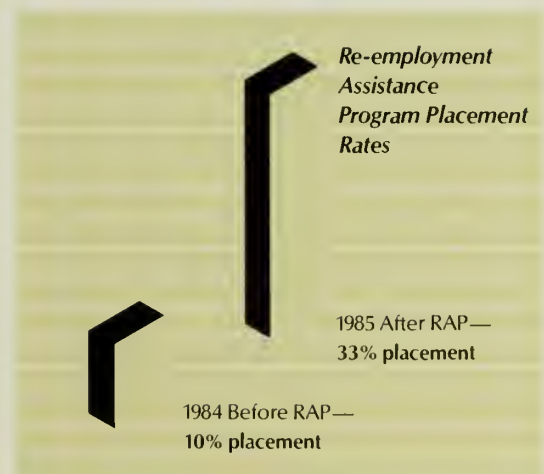
DES Training Opportunities is the job training component of RAP. In 1985, nearly 1,000 UI claimants were trained for new jobs through this program, more than twice the previous year's total. DES Training Opportunities allows workers to collect unemployment benefits while they participate in an approved training program. Many participants are dislocated workers from declining industries who need to learn new skills to compete for jobs in growing fields.

RAP has had considerable success during its first year of operation. Before the program was instituted, DES was successful at helping claimants find new jobs in only one out of every ten cases. Now, with aggressive, targeted marketing techniques, DES places one out of every three claimants who use our services.

The Unemployment Insurance Service also distributes supplemental benefits to workers who are victims of large-scale layoffs or plant closings. Last year, DES distributed more than \$2 million to over 3,000 dislocated workers who were eligible to receive additional benefits under the Massachusetts Mature Industries Law, overseen by the Industrial Services Program.



Massachusetts' 3.9 percent annual unemployment rate tied for the lowest in the nation in 1985.



A successful jobs program helps keep employer taxes down, and the Re-employment Assistance Program's emphasis on aggressively marketing employment assistance services and targeting claimants for services has dramatically improved our placement rates.

The Unemployment Insurance Service: Vital Financial and Employment Assistance for 290,000 Workers

**The Employment
Service:
Helping 72,000
Workers Get
Back On the Job**

The Employment Service is a crucial element in our efforts to sustain strong economic growth throughout the Commonwealth. Through the Employment Service, DES works to ensure that *all* Massachusetts citizens, including those who are traditionally left behind during good economic times, can take advantage of employment opportunities here.

The Employment Service offers a comprehensive array of services to help job seekers of every occupation and skill level find suitable jobs. During 1985, more than 72,000 workers used DES's Employment Service to find jobs with 40,000 employers across the state. DES staff work one-on-one with job seekers to develop individual employment plans, referring them to training and educational opportunities or directly to the thousands of job listings which are kept on file and updated daily in DES's computerized job bank.

Employers of every size and type rely on DES for regular referrals on an ongoing basis. During a major expansion, DES will recruit and screen hundreds or even thousands of workers. DES staff can also help during a plant closing, even going on site to provide special job training and placement services to workers during the transition period. Major Massachusetts employers use DES to find qualified workers, including AT&T, Texas Instruments, Goodyear Tire & Rubber Company, Star Market, Wang, and the Marriott Hotels.

Employment Service operations have been strengthened at the local level by designating the Private Industry Councils (PICs) in each of Massachusetts' 15 service delivery areas to establish and oversee the program goals and objectives for their communities.

DES places special emphasis on helping people who face barriers in the labor force find jobs. Among these are welfare recipients, dislocated workers, minorities, veterans and the handicapped.

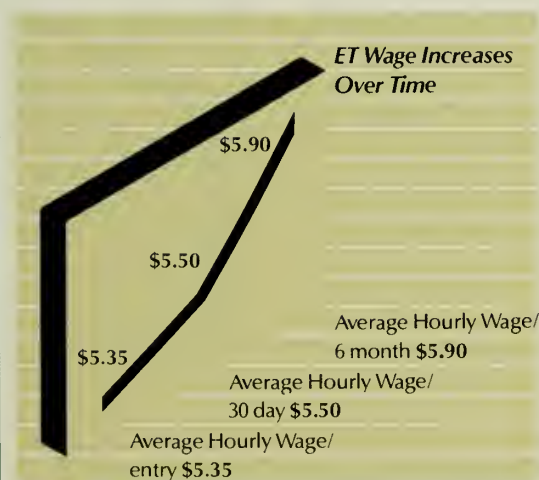




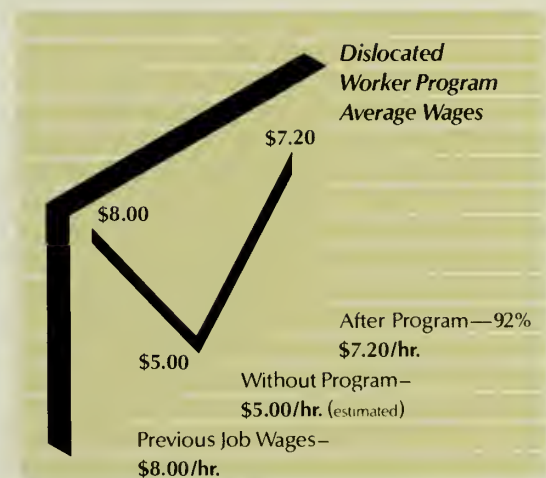
Two special programs play an important role in the Employment Service: the Employment and Training (ET) CHOICES Program and the Dislocated Worker Program.

The Massachusetts **ET CHOICES** Program is a nationally recognized model for helping welfare recipients find a route out of poverty, and then *continue* to support themselves without public assistance. Twenty-five thousand welfare recipients have found full and part-time jobs through this Department of Public Welfare program, saving Massachusetts taxpayers \$107 million. The majority of ET participants find jobs through DES's *Employment Network*. In 1985 alone, more than 5,500 ET graduates found jobs using our services. In addition to a range of special employment, counseling and training options the ET participant can select, ET helps remove employment barriers by providing day care and transportation support while ET participants are in the program, and continues this support after the participant is hired. Most ET graduates earn at least twice what they received on welfare, then receive regular raises as they continue in their jobs. Seventy-five percent receive employer sponsored health coverage. By offering welfare recipients a job with a *future*, the ET program helps build the base necessary for participants to become self-sufficient.

The Massachusetts legislature and the Governor created the **Dislocated Worker Program**, the first in the nation to respond to workers who have lost their jobs because of large-scale layoffs and plant closings. Under the leadership of the Secretaries of Labor and Economic Affairs, DES works with the Industrial Services Program to provide a number of special training and placement services for dislocated workers to help them find jobs in competitive fields where they can earn salaries comparable to their previous wages. Workers are eligible for supplemental unemployment and health insurance benefits to support them during this sometimes difficult transition period. In 1985, DES operated 16 emergency assistance centers that provided supplemental benefits to over 3,000 workers and helped more than 3,700 find jobs.



ET participants are highly motivated to stay on the job. Over 70 percent are still at work six months after being hired. Their salaries increase accordingly, giving them the promise of economic stability.



On the average, workers who participate in the Dislocated Worker Program earn 92 percent of their previous wage. These workers might find only minimum wage jobs if they re-entered the workforce **without** using DES's services.



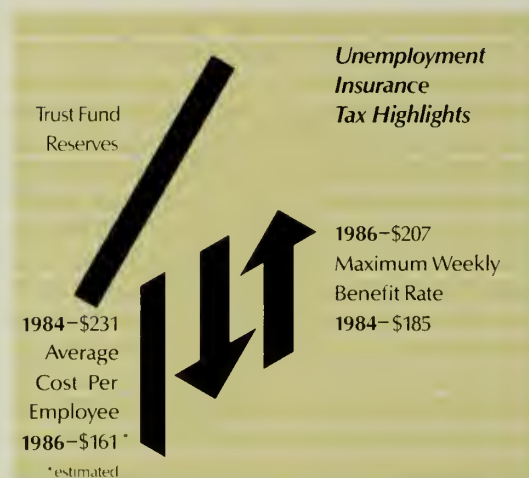
The Tax Service: Aggressive Enforcement Given Top Priority

In 1985, DES collected \$460 million in payroll taxes from 136,000 employers across the state. Employers pay taxes to DES to support workers during periods of unemployment; the Massachusetts unemployment insurance system is entirely supported by these taxes. Lower unemployment rates mean lower taxes and an opportunity for employers to channel their savings into creating still more jobs for the Massachusetts economy.

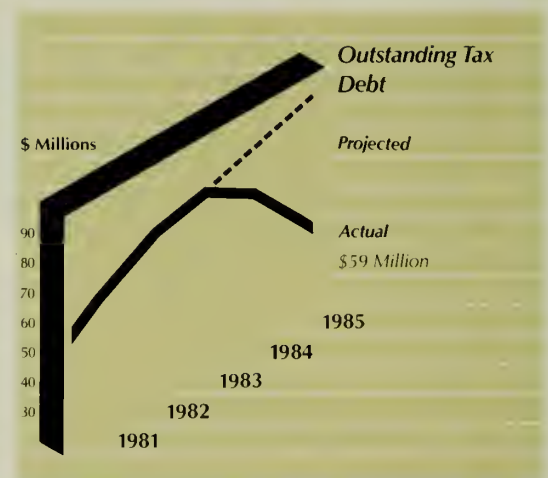
Aggressive tax enforcement, careful cash management and improved customer service measures have helped the Tax Service nearly double its trust fund reserves over the past three years. In 1985, new tax enforcement measures increased delinquent tax collections by more than 20 percent. These measures, including levying the bank accounts of delinquent employers, increasing employer audits and promptly registering new businesses with DES, were strengthened by legislation that makes unemployment insurance tax evasion a felony, punishable by tough fines and imprisonment.

Massachusetts trust fund reserves are at their highest level in history. While six states still owe the federal government \$6 billion they borrowed to keep their trust funds solvent, Massachusetts employers have received payroll tax cuts for three straight years, saving them \$218 million. Our employer tax rate is now well below the national average. Although the average cost of unemployment insurance per employee has dropped 30 percent, worker benefit levels have increased over this three-year period, from \$185 to \$207 per week.

Last year, unemployment insurance trust fund reserves earned more than \$80 million in interest. DES's newly established automated benefit payment system and increased emphasis on the collection and deposit of employer taxes are important cash management techniques that help DES maximize the interest earnings on the trust fund. Tax fact sheets, employer seminars, special mailings and simplified tax forms familiarize employers with important Tax Service procedures and activities.



Three years of employer tax cuts have saved employers \$218 million and reduced the average cost per employee 30 percent, to \$161. At the same time, the maximum weekly benefit amount has actually increased during this period, to \$207.



Aggressive tax enforcement has played a crucial role in reducing DES's tax debt in recent years.

**The Research
Service:
Exploring a
Rapidly Changing
Economy**

DES's Research Service is Massachusetts' principal source for comprehensive, reliable federal, state and local labor market information. Using DES's extensive labor force and industry information as well as data from the U.S. Department of Labor, the Research Service analyzes Massachusetts economic and employment trends, its industries and the labor force. Through reports, summaries and guides, the Research Service disseminates important information about Massachusetts' economic performance to employers, public and private policy analysts and state and local officials who rely on DES for the most up-to-date, accurate information available.

The Research Service publishes a number of regular reports that examine various employment and labor market trends, including a monthly report on employment in all industries and an annual report examining wages for various industries in Massachusetts' cities and towns.

In addition, DES researchers produce special reports that explore significant employment issues. During 1985, major research reports published by the Research Service included:

- a detailed analysis of job, industry and employment trends in Massachusetts;
- a comprehensive overview of the labor force experiences of the state's 16- to 19-year-old youth;
- an analysis of poverty in Massachusetts;
- a two-volume directory of Massachusetts employers, listed by products, size and location, with a third volume that describes the structure of industry and occupational employment in the state.

The Research Service has established an occupational field center to study emerging occupations in Massachusetts as well as a comprehensive system to track major layoffs and plant closings across the state. Using the plant closing tracking system, researchers can identify struggling firms early in the plant closing process so DES can be ready with appropriate employee services. This data also allows DES to monitor those industries and geographic areas in which economic dislocation appears to be most acute.



**Division of
Employment
Security**
Fiscal Year 1985
financial
statement

DES spent \$ 71 million in FY 1985 on employment and unemployment insurance programs, labor market research and occupational analysis, and special initiatives to meet the needs of our targeted employment groups. The Commonwealth's federal allocations have been decreasing, and state funds have been appropriated, at the request of the Governor, to provide assistance to those most in need through such initiatives as the ET CHOICES program for welfare recipients and the Dislocated Worker Program aimed at workers who have been laid off in a major plant closing.

Division of Employment Security	
FY 1985 Operating Budget	
Unemployment Insurance	\$ 42,200,000
Employment Services	\$ 26,600,000
Research	\$ 1,800,000
Other	\$ 400,000
Total Operating Budget	\$ 71,000,000
Total Unemployment Insurance Benefits Paid	\$429,200,000
Total Agency Budget	\$500,200,000
Total Employer Taxes Collected	\$460,000,000

DES staff members are dedicated to serving the thousands of people who turn to us for assistance each year. For more information about what DES can do for you, contact our central administrative office at the Charles F. Hurley Building, 19 Staniford Street, Boston, MA 02114, (617) 727-6600. Call one of our regional offices to find the local office most convenient to you:

Central Massachusetts	(800) 922-8100
Greater Boston	(617) 727-6596
Northeastern Massachusetts	(617) 687-2067
Southeastern Massachusetts	(617) 947-1231
Western Massachusetts	(800) 332-4064





MASS. ~~MA~~ 20. 1: 986

✓



1986 ANNUAL REPORT

GOVERNMENT DOCUMENTS
COLLECTION

APR 29 1988

University of Massachusetts
Treasury Copy

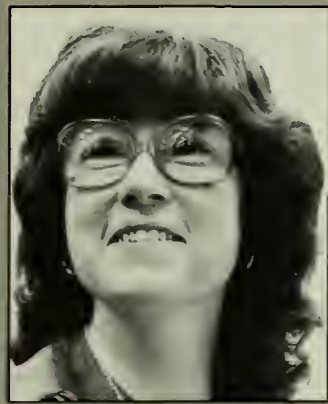


"As a welder at General Dynamics I was at the top of my pay scale making \$21,000—there was nowhere else to go. Now, as I look back on it I can say that the plant layoff was actually the best thing that happened to me.

"The Worker Assistance Center staff helped me find a training program. Sure, I was scared to death to go back to school. I was the oldest in class, everybody else was 18, 19, 20. But I did well. I graduated at the top of my class with a 94 percent average from Boston's Associated Technical Institute.

"My new job is the big leagues. I work as a computer technician—leasing, installing and servicing computers for stockbrokers. The pay is fantastic, I have a lot of responsibility, and I'm my own boss."

Dave McCarthy
Quincy, MA
Former General
Dynamics Worker

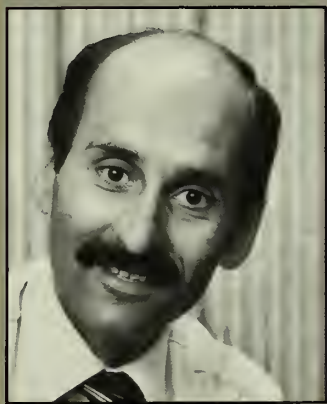


"I supported my three children the best I could when I was on welfare. When my youngest went to kindergarten I decided I would go back to work to make a better life for my family. After being out of the workforce for 13 years, I was scared but I really wanted to get off welfare.

"My counselor at the Employment Network office was fantastic. 'Oh, you can do it' she said over and over. We did role-playing of interviews, and talked about what it takes to land a job.

"Now, I'm doing data entry and customer service at the job the ET CHOICES staff helped me find. I like getting up in the morning, I feel more independent. Now I'm the breadwinner. It's a big responsibility, but I think I made the right decision"

Donna Lamphier
Everett, MA



"Before we started using DES, there was pandemonium in our lobby every time we ran employment ads. The DES Haverhill office knows what I'm looking for. They have helped me cut down on my interviewing time by about 50 percent by doing all the pre-screening of applicants."

Paul Strykowski
Personnel Manager
Vernon Plastics
Haverhill, MA

Commonwealth of Massachusetts
Michael S. Dukakis, Governor



LETTER FROM THE DIRECTOR

Established over 50 years ago, the employment security system has refocused itself to meet today's complex and ever changing employment needs.

Massachusetts' advantage in addressing current employment issues is a low unemployment rate, a diverse economy and a capable workforce. These features allow DES the flexibility to experiment with creative solutions to challenges like plant closings, changing family composition and hard-hitting federal budget cuts.

In that spirit, DES has transformed itself over the last few years from an institution largely concerned with providing unemployment benefits into a full-fledged Jobs Agency.

To be the best possible Jobs Agency, we have committed ourselves to the following goals: economic self-sufficiency for workers, good customer service, and an efficient and accurate administration. Each DES employee has made a crucial contribution to this vision by continuing to provide quality services while setting in place a range of programmatic and structural changes.

DES's strategy to address workers' economic self-sufficiency is a bread & butter solution: Get workers decent paying "quality" jobs with recognizable career ladders. In 1986, DES staff met this challenge by exceeding the agency's job placement, wage and other goals.

Good customer service is central to our success. Automating the benefit payment system and improving program literature are just a few of our efforts to better address customer needs. DES has also begun to upgrade and co-locate unemployment insurance and employment service offices to improve service delivery at the local level. And in 1987, every DES employee will consider what life is like on the other side of the desk by going through extensive customer service training.

Supporting these new emphases is an administration striving to be as efficient and effective as possible. In 1986, we reduced DES's outstanding tax debt 36 percent while keeping a firm lid on new tax delinquency. We automated the claims system to ensure benefit payment accuracy, and we reorganized the hearings department to more efficiently deal with disputed claims.

In 1987, I am committed to streamlining and improving programs that address DES's charter of helping job seekers find quality employment and helping employers find a qualified workforce. We want to continue to serve as the state's Jobs Agency both compassionately and effectively. That means helping an AFDC mother get a job with a future, assisting employers with the pre-hiring process, retraining an older manufacturing worker whose plant has closed, and more. I look forward to a challenging 1987.

Sincerely,

Kristin S. Demong
Director, Division of Employment Security

Y

OUR JOBS AGENCY

"Massachusetts' strong and competitive economy has created a unique opportunity for us to remove the barriers that have kept some Massachusetts citizens from fully enjoying our state's success. By focusing on helping people find good jobs with a future, the Division of Employment Security plays a crucial role in our economic development strategy."

Michael S. Dukakis
Governor

One of the most widely used indicators to gauge economic prosperity is the unemployment rate. In 1986, the Massachusetts rate was a healthy 3.8 percent—the lowest of the 11 largest industrial states for the fourth year in a row. A key to our strong economy is Massachusetts' industrial diversity. Three sectors—services, manufacturing, and trade—each contribute a significant share of jobs, while smaller sectors like construction and finance, insurance and real estate have shown strong growth in recent years.

While our employment picture is bright, it constantly changes, reacting to local, national and even international pressures. The last few years have seen a shift from manufacturing to a knowledge-based economy, an economy that requires different occupational skills. There has been a tremendous growth in the number of families headed by a single parent as well as in non-English speaking workers. These trends present new and specific employment needs.

DES has responded to these challenges with programs for workers that break down barriers to job opportunities. Employment counseling and job training programs help welfare mothers get back to work. Programs targeted at dislocated workers retrain them for new occupations. And, by quickly locating and screening qualified job applicants, DES is better able to respond to employers' changing occupational skill requirements.

These targeted responses have been in addition to the general services DES provides. Services like issuing unemployment benefit checks and helping the unemployed find jobs. Research services that provide extensive labor force and industry information to state policy makers, job developers, employers, and municipalities. And tax and legal services that help ensure financial security for workers in-between jobs by collecting taxes from nearly 140,000 employers statewide and pursuing tax offenders.

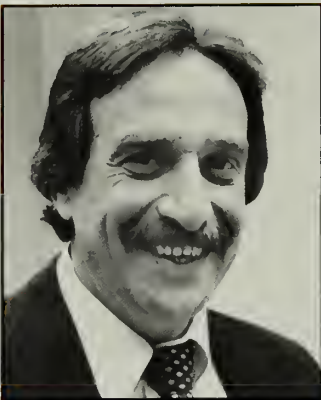
In January, a new DES office opened in the heart of downtown Roxbury, where unemployment is particularly acute. The new office is part of DES's commitment to break down employment barriers that exist in this community and others across the state.

The Roxbury office serves a constituency that is 98 percent minority. In 1986, the new office's nine-member staff, three of whom are bi-lingual, placed about 200 persons in jobs that average \$6.00 an hour.

In addition to the standard job placement strategies, Roxbury staff also bring jobs into the community with the new DES Jobs Van, a fully-equipped mobile employment office.

Last year the van's staff was responsible for recruiting 25 percent of the job seekers who used the Roxbury office's employment services. The van travels to out of the way areas in Mattapan and Jamaica Plain, as well as housing projects in the surrounding community.

"The Roxbury staff have taken a hard look at what the community needs. They've reconfigured and designed programs that make sense. What's happening in that community is very exciting," said Joan Branton, Greater Boston regional director.



"At year end the plant closes down for two weeks. Determining eligibility and compensation for employees has always been a cumbersome and often problematic situation.

"It works like this. An employee goes to file for unemployment benefits at his or her local UI office. The UI office processes their claim and returns it to our payroll office. Our end does some paperwork, and sends the claim back to the UI office. Finally—after that double exchange between Wyman Gordon and the UI office—a check is cut and sent to the employee.

"This year it was different. DES staff in the Worcester office that work with the newly automated system met with our payroll people. We ran a computer tape that was readable by the UI computer, and they issued individual benefit packets to our employees.

"The Wyman Gordon and UI computers did the rest. They read the claim, determined the eligibility, and issued the check. I'm told the actual processing of 1,000 potentially eligible claimants took the DES computer about 20 minutes. I figure automation of the process saved the company's payroll staff about three days of work. And the whole process was a lot quicker for employees."

Steven D. Karchmar
Labor Relations and
Benefits Manager
Wyman Gordon
Grafton, MA

"I never worked on a computer before, but find the new UI system easy to use. Everything is step by step. I was trained one day after lunch 'till about 3 p.m. The next day I was using the computer to help process UI customers' claims. Now, I have more time to work with individual claimants."

Breggette Thomason
Assistant Interviewer,
Claims Department
Hurley Building, Boston



Elaine Bernier and Eileen Zewski, UI and ES managers respectively, have worked together since 1981 out of DES's Springfield office.

"We've done a lot together since we began working together in 1981. But one of the things we wanted at one point was for our landlord to build a wall between our two areas," said Eileen. "I'm glad the wall never materialized. I think we meet our customer's needs better as a team," she added.

"Even before the integration of ES and UI became an agency priority, we were working together—integrating ideas, sharing our staffs when things got busy," said Elaine.

"We did a lot of experimentation to see how to best mesh our service areas. Today, when a claimant comes into our office they are automatically introduced to ES services—they meet an ES counselor and are asked to view a video presentation on ES services," said Eileen.

"Claimants can't miss the fact that DES offers employment services. There is a large booth in the claims area with a blue banner and the letters J—O—B—S two feet high. A video monitor lists employment opportunities and "Hot Jobs" are posted for claimants to read as they stand in line," added Elaine.

"When claimants return in subsequent weeks to collect benefit checks, they are automatically routed to an ES counselor," said Eileen.

"We have found that claimants respond most successfully to individual attention and concern about their job future," added Elaine.

Elaine Bernier (left)
UI Manager
Eileen Zewski (right)
ES Manager
Springfield Office

"To thank employers for their support, DES staff in the southeast set up nine breakfasts throughout the region in 1986. Over 100 people from the business community attended each breakfast, and Kristin Demong gave the keynote address at almost every one.

"Employers talked about their experiences with DES services, good and bad, and we were able to address their concerns. We also talked about local business priorities for the future.

"Our relationship with employers is now stronger: we had even more interaction with the business community, and increased job orders in 1986. It's a fruitful exchange, we'll hold breakfast events again."

William Lupica
DES Southeast Regional
Director





UNEMPLOYMENT INSURANCE:

CRITICAL FINANCIAL ASSISTANCE

FOR WORKERS IN BETWEEN JOBS

"I have to say this about DES, they don't make steel workers feel like statistics. They've helped us place a lot of dislocated workers in jobs. They don't expect that a person who was making \$10 an hour should take a job making \$5—they look for the better paying jobs in the Worcester area."

*Eli Mitchell
Staff Manager
United Steel Workers
of America
Worcester, MA*

Providing unemployment insurance (UI) benefits to workers who are in between jobs is a national tradition that dates back 50 years. Last year, DES provided this crucial financial assistance—totaling \$450 million—to 290,000 jobless workers.

1986 saw the completion of the UI benefit payment system automation in DES's 38 statewide offices. Automation increased payment accuracy and freed up UI employees to help customers on an individual basis. In 1986, an average 65,000 workers per week collected benefit payments amounting to 50 percent of their weekly salaries, up to a maximum of \$220 each week.

This year, UI implemented a policy of processing benefit claims for workers on-site at their companies during temporary seasonal layoffs. During the Christmas season, UI processed 24,000 worker claims at over 50 different companies around the state. Workers were satisfied because they got their benefit checks quickly, and employers saved money by reducing payroll staff time spent on processing claims. This procedure reduced lines and headaches at UI offices during a typically busy season.

As part of DES's drive to improve customer service, the agency drafted a new, easier to use UI Representative's Handbook in 1986. These handbooks enable UI staff to better address claimant and employer concerns, and help ensure consistency and fairness in how the law is applied.

In 1986, the unemployment insurance service administered targeted programs that provide additional benefits to workers. The state's Re-employment Assistance Benefits (RAB) Program paid supplemental benefits for up to 13 weeks to 9,000 workers who didn't receive advance notice when their plants closed. Special federal funds were paid to workers who lost their jobs due to foreign competition. And, new legislation in 1986 increased the allowance for a claimant's dependent children, from \$6 to \$25 a week per child.

DES's charter, however, is decidedly more far-reaching than providing financial assistance. Starting in 1985, DES made marketing their employment services to UI claimants a top priority. UI claimants are now channeled into job search workshops, individualized job assessment and counseling sessions, and literacy and training programs. In 1986, the employment service placed one out of every three UI claimants who visited the employment service office, compared to one out of 10 before the strategy was implemented.



"I was at DES picking up my unemployment check when I saw a flyer for jobs. I went over to the employment office and spoke to an interviewer.

"A few weeks later I got a letter in the mail from the same person describing a job I might be interested in. I went back to DES to find out more. That week I went on the interview and landed a job as a machine set-up operator. I'm making more here than I was at my old company."

Darrien Goetzendanner
Boston MA

"I was critical of government sponsored work programs in the past. Cutting brush in the park is not a meaningful opportunity—there's no future in that. That's why I support DES's commitment to working with employers to find people good jobs. Getting the private sector involved can make a difference."

In 1986, Crane & Company hired 36 workers through DES starting at an average rate of \$9 per hour.

Jim Manning
Director of Personnel
Crane & Company
Dalton MA
Chairman, Berkshire
County Private
Industry Council



Bristol Knitting, a sweater manufacturer in Fall River that now uses computerized machines, has had a 10-year relationship with DES.

"This year DES placed 26 workers with us. We've had luck with the program. Madeline Roys, an ET worker, is a good example. Since she began two years ago she's increased her salary to \$8.00 an hour, or about \$16,700 a year. Madeline has also moved from a clerical job into a position where she is helping to design garments."

Ed McLoughlin
Vice President
Manufacturing
Bristol Knitting
Fall River, MA

The Governor's Manuel Carballo Award for Excellence in Public Service is presented each year to a select group of 10 state employees or groups of employees among a total of more than 60,000.

In 1986, the Western Region Mature Industries Re-employment Team received this highest of public service awards. This 16-person team was honored for its commitment to finding educational and employment opportunities for thousands of dislocated workers.

The team honored included staff from DES, the Industrial Services Program (ISP), the Springfield Service Delivery Area, and the AFL-CIO. From left to right: Dan Burke, Norma Hicks, Dick LaForest, Benjamin Jones, Arlene Olejarsz, Nick Mele, Robert Zajac, Frank Gaarn, Al Sydllo, Joanne Spirito, Breck Balmos, Bob Zewski, Eileen Zewski. Not pictured: Dan Allen, Joan Samalionis, Ray Jarvis.



H

ELPING 60,000 WORKERS

SECURE QUALITY JOBS



"When my daughter was old enough, I decided it was time for me to go back to work full-time. At the welfare office I found out about ET CHOICES and the Employment Network. There, a counselor told me about available jobs, and set up interviews for me. He gave me a lot of confidence, and always followed up with me."

"I've been at the job at the bank that DES helped me find for a year and a half. I make over \$6.50 an hour, and have gotten two raises—one for outstanding performance."

Sylvia White
Malden, MA

The focus of employment service (ES) staff is helping diverse job seekers find quality employment, not "just a job." Quality jobs pay a livable wage, they move people out of the category of "working poor." Quality jobs are jobs with career ladders, jobs with training opportunities, jobs with employee benefits.

Finding employment for people who face barriers in the labor force like welfare recipients, minorities, dislocated workers, veterans, and the handicapped is also an ES priority. Two successful programs—Employment and Training (ET) CHOICES and the Mature Industries Program for Dislocated Workers—specifically target the needs of welfare mothers and workers who've lost their jobs in plant closings.

Employers rely on DES as well, and in 1986 more than 40,000 employers across the state used DES to find and screen qualified job applicants. Employers of every size and type use DES's employment service as an employment agency. Employers use DES not only for large-scale recruitments but for finding the right worker for a particular job—whether it be an entry level clerical job or a highly technical position.

ES staff exceeded their job placement goals this year by working with longstanding employer accounts and by targeting new "opportunity" companies that offer quality jobs. In real terms, DES has defined quality employment to mean a job with a minimum salary of \$6.15 per hour and full benefits. The average placement wage in 1986 was \$6.22 per hour.

ES staff work one-on-one with job seekers, recommending positions from the thousands available on DES's computerized job bank. They refer workers to training and educational programs through the community college system and through the Office of Training and Employment Policy (OTEP) with its network of 15 local service delivery areas. ES also regularly lists "Hot Jobs" in UI offices to encourage UI claimants to use DES's employment service.



"I was a machine operator at Harrington and Richardson when the company closed down. I had worked in factories for over 11 years. I wasn't sure what to do next.

"I started by attending meetings at the Worker Assistance Center, back in the spring of '85. I got pretty involved in the center and eventually took a job as a staff assistant there. Then I moved on to become a project coordinator, and finally a manager.

"Now, I manage a staff of five who are dislocated workers like myself. In conjunction with two DES workers we provide job development, counseling, and training; we help workers get their high school equivalency.

"I find people don't realize what skills they already have. Most have been working in factories all their lives, that's all they know. Because I've been there I think I understand what these workers are going through. It's not easy losing your job.

"I like what I'm doing. It's challenging, something new every day. I've been able to help out a lot of people I knew from the plant. I even placed my mom in a job as a home health aid, and I helped my dad get a job with a new company."

Karen Leighton
Worker Assistance Center
Manager
Former Plant Worker
Gardner, MA

"I had been laid off at my last job working as a computer operator. One day when I went to pick up my unemployment check I decided to stop by the ES office next door. While I was sitting there a computer operations position came across the counselor's desk, and she helped me land the position. The salary is the same as my last position, and at this job I'm getting trained to do programming."

Laura Roffo
Plymouth, MA



"It's a distressing experience to be on welfare, but I had no choice. I had just been fired from my job, I was separated from my husband, and I had two children to support.

"Bea Brax at the Employment Network in Taunton put things in perspective. At the time, my self esteem was low and I was afraid, I needed her support and handholding to make me realize that my situation wasn't the end of the world.

"Bea put me back on track by setting up interviews, coaching me on the phones, and helping to update my resume. After about a month I found a personnel consultant position. Today I make \$300 a week plus commissions at that same job.

"The best part of the story is that I now interview and hire people from Taunton's Employment Network where I met Bea. I particularly relate to the women in the ET program because I've been there. I know how frightening it is to take that first step and go back to work."

Madeline McCue
Taunton, MA

ET CHOICES BREAKS THE CYCLE OF POVERTY

A nationally recognized model, the Employment and Training CHOICES Program has helped more than 30,000 welfare recipients find jobs that get them out of poverty. DES's Employment Network is the principal job placement service for this Department of Public Welfare program. In 1986, nearly 5,700 ET participants found jobs through the Employment Network.

ET addresses the special needs of welfare recipients—mostly women with children—by providing personalized pre- and post-employment counseling, daycare and transportation subsidies, specialized training, and other targeted services.

The annual wage of most ET graduates is at least twice what they receive on welfare. Seventy-five percent of this group are covered by employer-sponsored health coverage. By becoming economically self-sufficient and breaking cycles of poverty, ET graduates are role models for their children.

ET wages continued to climb throughout 1986. Starting at an average hourly wage of \$5 in January, the average wage for ET participants was \$6.25 at year end, more than \$13,000 annually. Retention rates also increased, with a full 83 percent of ET participants still on the job after 180 days.

The growing partnership between the DES and welfare staffs is largely credited with propelling the success of ET CHOICES. In 1987, DES and welfare staffs will become further integrated by coordinating the services each offer ET participants. In addition to developing and finetuning ET employment services and marketing materials, staff will also target 100 "opportunity" employers to ensure welfare recipients jobs with a future.

HELPING DISLOCATED WORKERS MAKE THE TRANSITION TO A NEW JOB

In 1985, Massachusetts was the first state in the nation to pass comprehensive legislation that established a Mature Industries Program for Dislocated Workers. Under the joint leadership of the Secretaries of Labor and Economic Affairs, DES works with the Industrial Services Program to deliver targeted employment services to dislocated workers through local Worker Assistance Centers.

In 1986, DES operated 17 Worker Assistance Centers across Massachusetts, providing job training, placement, and other services to 7,450 workers from plant closings. The challenge for center staff is to find good jobs for these workers who generally had previously well-paying positions.

This year, center staff helped place workers in jobs that paid an average 91 percent of their previous wage. In 1986, the average placement wage was \$8.42 per hour. DES also provided additional benefits, including needs-based payments for job seekers in a financial pinch, transportation and daycare benefits, and monies for retraining, books, and tools.

The centers function as a support network for former plant workers during an often difficult transition period. An important key to their success is the center staff—half of the counselors are former plant workers who understand the emotional and financial strains plant closings place on workers. This staff also understands the kinds of skills their co-workers can bring to new jobs.

In 1986, the Permanent Mass Layoff and Plant Closing Tracking System was set up to report on all plant closings and to track the employment status of dislocated workers. This information helps legislators, business people, and economic development analysts make well-informed decisions today, and plan for a decade from now. This year, DES also used funds available through the federal Trade Readjustment Act (TRA) to retrain some 800 displaced workers whose plants closed due to foreign competition.



Representative Kenneth M. Lemanski (D-Chicopee) was honored at the DES Awards Ceremony in October for his role in helping to pass tax reform legislation that gave DES new enforcement powers.



(photo, left to right: Carol Muller, William Gales, Wyman Lee, Joan Surette, Catherine Cullen)

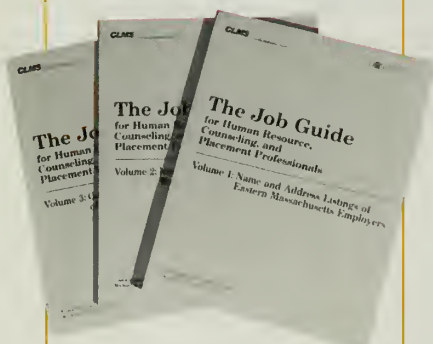
"At DES there has been a big change in tax collection tactics: now we're more aggressive. We have a team of four attorneys whose sole charge is bringing in overdue taxes.

"Since 1985, the tax collection unit has doubled delinquent tax collection. We have also successfully pushed the legislature to give us more leverage in pursuing tax offenders—we can now seize the bank accounts of delinquent businesses.

"Surprisingly, there are few complaints about our team. People know they owe the money, and they do eventually pay—with our encouragement.

"Last month we got a court order for a sheriff to go out to a restaurant with a writ to take over the business' proceeds because they owed money to the state. That writ made things move quickly. Bingo, we got the money they owed that morning."

Catherine Cullen
Senior Staff Attorney,
DES Tax Unit
Hurley Building, Boston



The Job Guides, developed by DES's research department, describe more than 6,700 Massachusetts employers by industry, occupation, size and geographic area.

R

REDUCING CURRENT TAX

RATES: BRINGING IN DELINQUENT

TAX DOLLARS



"I learned about the UI system when I participated in a DES tax seminar given through the Chamber. I was pleased to find out that the UI trust fund is soundly managed. It's had a healthy earnings rate over the years, which means stable and predictable tax rates for business."

Harold Hestnes
President Boston
Chamber of Commerce
Partner, Hale and Dorr

Massachusetts employers pay taxes to DES to finance the state's unemployment insurance system. 1986 was the third year running that these taxes were cut, reducing the average company's taxes by 30 percent, to \$161 per employee. The tax department's administrative costs are federally funded, so every tax dollar employers pay to DES—amounting to a total of \$420 million in 1986—goes directly into the state's unemployment compensation trust fund from which UI benefits are paid.

Aggressive tax enforcement measures characterized 1986. Delinquent tax collections increased by more than 11 percent with the help of a DES tax collection team of four tax attorneys. Civil collection measures included levying the bank accounts of delinquents employers, increasing payroll audits, plus timely registration of new businesses with DES.

DES is serious about collecting delinquent taxes and in 1986 referred 80 cases to the Attorney General's Office for criminal prosecution. Tough new laws make unemployment insurance tax evasion a felony, and for the first time an employer went to jail for failing to pay taxes owed to DES. Publicity surrounding the prosecution of these tax delinquents sent a clear message to other potential offenders. That message, along with the enforcement efforts of tax and legal services staff, firmly controlled new tax debt, reducing delinquency by 34 percent over 1985. The tax service collected a full 99 percent of taxes owed in 1986.

Massachusetts trust fund reserves reached \$870 million in 1985, triggering a tax cut in 1986 that reduced taxes to Schedule A, the lowest rate allowed by law. Three years of tax cuts saved employers \$210 million and brought Massachusetts' employer tax rate well below the national average. Sound fiscal management—prompt collection and deposit of employer taxes—helped earn the trust fund more than \$85 million in interest alone in 1986.

Customer service improvements during 1986 included faster turnaround on employer refunds, updated and simplified tax fact sheets and tax forms, and plans for a newly automated hearings system. Tax service staff also conducted seminars and workshops for Chambers of Commerce and other organizations—educating employers about how to reduce their tax rates, and how to effectively participate in DES decisions to award or deny benefits.



"I have both an informal and formal relationship with Dick Hooben, the job matching manager at DES's Taunton office.

"We get together at 7:30 a couple of mornings a week—before the phones start ringing and meetings get scheduled—to have a cup of coffee. We talk about what's happening at Taunton's new industrial park, what businesses are hiring in the area, and other town issues. We are both local guys.

"Our relationship is formalized through Taunton's Employment Task Force, and DES's involvement in the ongoing negotiations surrounding the building of Miles Standish Industrial Park.

"GTE, one company in the new Park, will open its 1,000-person plant in August. GTE is coming to Taunton not only because of our proximity to I-495, but also because of the availability of a skilled and solidly rooted workforce. DES helps assure companies that there is a qualified and trainable workforce for them to tap."

Richard Johnson
Mayor of Taunton

Quincy's General Dynamics, once a shipyard of 6,200 workers, began to lay off employees in 1985 and eventually closed its doors in 1986 due to contract losses.

A partnership between DES, General Dynamics and the labor community resulted in the financing and support services necessary to establish and maintain a Worker Assistance Center in Quincy. From July 1985 through December 1986, a 25-person staff of DES and General Dynamics employees served nearly 4,000 shipyard workers, helping many find jobs in diverse

occupations earning an average of \$9–\$10 an hour, fully 95 percent of their average previous wage.

"To generate job orders, we used a sophisticated computer job matching system, DES microfiche that lists over 11,000 job opportunities a day, the Sunday Help Wanted pages, and everything else that wasn't nailed down," said DES's Barbara Opacki, project manager of the center.

The National Alliance of Business recognized the center's success by awarding it the prestigious "1986 Distinguished Performance Award for Dislocated Worker Programs."



"At the local level we have to concern ourselves first with operations. We rely on DES labor market economists like Paul to project growth industries and occupations, to help us decide where to focus our job training efforts for dislocated workers," said Joanne Spirito, mature industries coordinator for the Western Region.

"The Western part of the state was particularly hard-hit by plant closings in '86. But through research we determined there would be growth in the building and construction areas. Knowing this enabled us to predict job growth in technical maintenance occupations like heating, ventilation, and air conditioning—those occupations spin off of building and construction industries," said Paul Simpson, Western Region labor market economist.

"We used this information to make decisions about training programs and to target our job placement efforts," said Joanne. "We worked with Springfield Technical Community College to develop a new program in the technical maintenance area Paul had identified as growing," she added.

"Workers at Springfield Tech are still in the program, which runs 40 weeks. There really aren't a lot of quick fixes. I'm confident, however, that these folks will get good jobs when they get out. Paul knows this area, he spends time here. I trust his projections," said Joanne.

Paul Simpson (in photo)
Labor Market Economist
Western Region



D

ETERMINING TODAY'S AND FORECASTING TOMORROW'S JOB OPPORTUNITIES



"Dan Curran, an interviewer in DES's Salem office, understands the needs of the bank. His recommendations are superior by any standard. In fact, since 1984 we have hired 15 people through DES, 13 of whom were referred by Dan. Several of these individuals have gone on to earn promotions and have made the bank very proud. The man is a gem!"

Elaine C. Antell
Assistant Vice President
Shawmut Merchants Bank
Salem, MA

DES's research department of more than 75 economists and labor market analysts is the single most important source for federal, state, and local labor market information in Massachusetts.

DES's research department produces the state's monthly employment and unemployment data, analyzes Massachusetts' economic health, examines trends and formulates industry and occupational projections. Its findings are crucial to public and private economic analysts, employers, and public officials who use the information to make policy, planning, and strategic business decisions.

The research department communicates its findings through regular reports, summaries, and guides as well as special reports that examine particularly significant economic issues or trends. The following were published in 1986:

- A survey of 100 Massachusetts high tech companies that examined wages, employment, job skills requirements and occupational opportunities.
- A survey of Massachusetts manufacturing wages by company size.
- A detailed analysis of the health care industry.
- A quarterly analysis of plant closings around the state.
- An analysis of Massachusetts industries, with projections through 1995.

The research department also provides training and technical assistance to local DES offices, helping staff to interpret and use economic trend and labor market information.

This year, DES published the Job Guides, a three-volume set that lists over 6,700 Massachusetts employers by industry, size and geographic area. Over 1,000 job developers, counselors, and human resource professionals attended workshops to learn how to use the guides for job placement and planning.

DES's Occupational Analysis Field Center (O AFC) is one of five centers established nationwide under a special federal grant to expand and update occupational information, including the widely used Dictionary of Occupational Titles. In 1986, the O AFC focused on emerging occupations in two industries, telecommunications and fiber optics.



OUR MISSION TODAY AND FOR THE FUTURE

DES's single agency mission is quality jobs—every program, research publication, policy directive, and administrative procedure reflects that straightforward vision. Three themes support the agency's focus: economic self-sufficiency; good customer service; and an efficient and accurate administration.

ECONOMIC SELF-SUFFICIENCY

DES has established quantitative, measurable goals that focus staff and address the agency's overall vision of providing quality jobs—the surest way to economic self-sufficiency. In 1986, DES staff met and exceeded wage, placement and other goals.

1987 will bring a new set of strategies stemming from the agency's vision of matching customers with jobs that have a future. DES's service areas will be targeting “opportunity” employers, and will finetune all services that help place and retain workers in good paying jobs. DES will also work with companies and town governments on local development efforts, attracting quality jobs to areas like Southeastern Massachusetts, to assure that all areas benefit fully from the state's prosperity.

GOOD CUSTOMER SERVICE

ES and UI offices are being upgraded and will be physically integrated. A single manager will oversee both ES and UI services, and ES and UI employees will be trained to understand each other's jobs. Customers benefit from these integration efforts by having one-stop services: they can pick up their unemployment check and talk to an employment counselor about job opportunities at the same time.

By providing local offices more targeted information and technical assistance in 1986, the research department broadened local staff's knowledge of employers, local labor markets, and economic trends. This information, in addition to new comprehensive Job Guides, enabled local offices to channel workers into jobs and training programs that offer good prospects for long-term growth.

DES is placing vigorous emphasis on the agency's marketing efforts to better reach our customers. Old brochures, forms, and fact sheets are being upgraded to make the agency's services easy to understand and use. And for the first time in the history of the agency, all DES employees will participate in customer service training.

EFFICIENT AND ACCURATE ADMINISTRATION

Automation of the UI benefits system and the hearings department means that DES employees spend less time on clerical tasks, freeing them up to address customer concerns. DES's new cost accounting system keeps better track of agency finances. And the agency's management information system provides information that, among many things, enables DES staff to evaluate current programs, and helps tax and legal services to pursue tax offenders.

An efficient agency looks outward as well as inward. In the last few years, DES has worked with other state agencies, legislators, labor groups, private technical and vocational schools, and businesses. By springboarding off of these organizations' individual areas of expertise, DES can more effectively deliver services to target groups. DES is committed to strengthening and exploring the different ways these partnerships can work in the coming year.



MASSJOBS Southeast—part of a series of economic development initiatives introduced by Governor Dukakis—will cultivate public-private partnerships to encourage business development in the state's Southeastern region.

“MASSJOBS Southeast will serve as a model of how the private and public sectors can work together to attract growth industries to an area by providing a qualified workforce, financing assistance, and re-training workers to meet employer needs. This program targets a region that has yet to fully share in the state's economic prosperity.”

*Joseph D. Alviani
Secretary of Economic
Affairs
Chairman, MASSJOBS
Southeast*

FISCAL YEAR 1986 FINANCIAL STATEMENT

In 1986, Massachusetts' 3.8 percent unemployment rate was the lowest of the 11 large industrial states for the fourth straight year. Even in economically healthy times, however, the Division of Employment Security serves hundreds of thousands of Massachusetts citizens. Despite federal budget allocation cutbacks, in 1986 the agency:

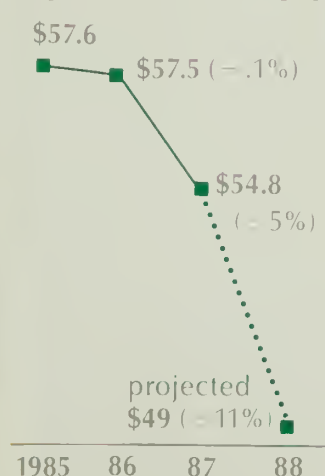
- helped 60,000 unemployed workers find jobs, including:
 - 5,700 welfare recipients, placed through the Employment and Training CHOICES Program at an average annual wage of more than \$13,000;
 - more than 7,400 workers laid off in plant closings and placed through DES at 91 percent of their average previous wage, more than \$17,000 annually.
- paid \$450 million in unemployment insurance benefits to 290,000 unemployed workers, serving an average 65,000 each week.
- collected \$420 million in taxes from 140,000 Massachusetts employers to support the unemployment insurance system.
- reduced employer taxes to Schedule A, the lowest rate allowed by law, while maintaining a trust fund reserve balance of \$930 million that assures the system's stability.

OPERATING BUDGET FY86

DES spent \$67.9 million in FY 1986 on employment and unemployment insurance programs, labor market research and occupational analysis, and special initiatives to meet the needs of targeted groups such as welfare recipients and workers laid off in plant closings.

This year's total operating budget represents a significant reduction from last year's allocation. As FY 1987 begins, DES's federal allocation is projected to be at least \$6 million less than necessary to maintain current operations. DES will be working with the Governor and the state Legislature to ensure essential resources are committed to maintain base services.

DES FEDERAL REVENUES



Unemployment Insurance	\$ 39,100,000
Employment Services	\$ 26,000,000
Research	\$ 1,800,000
Other	\$ 1,000,000
Total Operating Budget	\$ 67,900,000
 Total Unemployment Insurance Benefits Paid	 \$452,000,000
 Total Agency Budget	 \$519,900,000
 Total Employer Taxes Collected	 \$421,300,000

1050 185



The Division of Employment Security (DES) is Massachusetts' Jobs Agency, meeting the employment needs of both workers and business. The state component of a federal system, DES combines unemployment insurance, employment services, research, and employer tax collection in one agency with over 2,000 employees in 38 local offices.

*Commonwealth of Massachusetts
Michael S. Dukakis, Governor*

*Secretary of Economic Affairs
Joseph D. Alviani*

*Division of Employment Security
Kristin S. Demong, Director*

*Advisory Council
Margaret D. Xifaras, Chair*

*For more information, contact
our central administrative office
at the Charles F. Hurley Building,
19 Staniford Street, Boston, MA
02114, (617) 727-6600, or call one
of our regional offices to find the
local office most convenient to you:*

*Central Massachusetts
(800) 922-8100*

*Greater Boston
(617) 727-6596*

*Northeastern Massachusetts
(617) 687-2067*

*Southeastern Massachusetts
(617) 947-1231*

*Western Massachusetts
(800) 332-4064*

*Editor: Michelle Andrews
Copy: Ann Greiner
Design: Sandy Schafer
Photography: Don West,
Sarah Hood*



American Optical Company in Southbridge manufactures vision care and safety products. DES placed 170 workers with the 1,400-employee company in 1986.

"In the past, we had a full-time employment supervisor on staff to screen and process applications. DES now performs this function. We've hired production workers, skilled tradespeople and several management employees with their assistance."

*Floretta DeBoise
Manager of Human
Resources
American Optical Co.
Southbridge, MA*

